

Department of Energy (DOE) Training Courses

Acquisition Management Training Courses

Contract Administration (PRS01) 5 days

This course focuses on understanding the administration of *non-management and operating (M&O) contracts*. Emphasis is placed on learning the applicable Federal Acquisition Regulations (FAR), Department of Energy Acquisition Regulations (DEAR), and other key DOE regulatory documents. The scope of contract management and administration from the date of formation to contract closeout is emphasized. Topics include contract administration planning, post-award orientation, monitoring contractor performance, problem resolution, termination, contract modification/options, financial management, subcontracts management, property administration, contract closeout, and managing support services contracts.

Target participants: GS-1102s

Contract Negotiation Techniques (PRS03) 5 days

This course is designed to give contracting personnel, particularly DOE contract specialists and cost/price analysts, a foundation in negotiating. Participants will participate in mock negotiations that will take them through each stage of the process and increase their confidence in their negotiation skills. Topics include: review of contract types; overview of Government contract negotiations; fact finding; preparation for negotiation; conducting negotiations; negotiation techniques and tactics; and negotiating contract modifications.

Target participants: contract specialists and cost/price analysts

Federal Financial Assistance (PRS11) (000085) 5 days

PRS11 introduces DOE employees to the basic processes and applications of the Federal financial assistance program. Entry-level personnel who take this course will have the ability to negotiate and award a Federal financial assistance instrument. Evening reading is required. Topics include: types of assistance; overview of assistance requirements; selection process; determining and negotiating award details, and making the award.

Target participants: DOE personnel, including entry-level, who work with Federal financial assistance instruments

Acquisition Management for Technical Personnel

(PRS16) (000145) 5 days

This course is intended for a non-procurement audience. The course is ideal for program and project personnel involved in generating procurement requests or participating in source selection activities. Participants will receive a solid foundation in the processes and applications of acquisition activities that happen before a contract is awarded. Topics include: ethics; contracting methods; types of contracts; pre-award process; contract administration; and trends in Government contracting.

Target participants: program and project personnel

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Contract Administration for Technical

Representatives (PRS17) (000058) 3 days

Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: authorities and responsibilities; ethics; communicating with the contracting officer; understanding the contract; contract planning; modifying contracts; ratifying contracts; issuing task orders; exercising contract options; evaluating contractor performance; handling performance problems; completing the contract; and contract termination.

Target participants: personnel tasked to be CORs who may not necessarily have formal training in procurement

Federal Financial Assistance Cost Principles (PRS31) (000308) 2 days

This course is one of three financial assistance courses offered for by DOE. The combination of all three courses qualifies employees to be a warranted grants officer. This particular course focuses on understanding the cost principles of OMB Circulars A-21, A-122, and A-87 as implemented for DOE requirements, and the appropriate amount of cost analysis required to successfully award Federal assistance instruments. Several practical interactive exercises assist students in the application of the cost principles. Evening reading is required. Topics include instruction on OMB Circulars A-21, A-122 and A-87, allowability and allocability of the grantees' proposed costs, and the elements of an indirect cost rate.

Target participants: and DOE personnel, including entry-level, who work with Federal financial assistance instruments

Federal Financial Assistance Funds Management (PRS32) (000307) 2 days

This course is one of three financial assistance courses offered for by DOE. The combination of all three courses qualifies employees to be a warranted grants officer. This particular course focuses on understanding financial assistance funds management to determine whether current and prospective Federal award recipients have adequate business systems and are capable of managing Federal funds, whether a determination of financial responsibility is possible, and when it may be necessary to impose special award conditions. To demonstrate this, OMB Circular 133 and the A-133 Compliance Supplement will be reviewed in detail.

Target participants: DOE personnel, including entry-level, who work with Federal financial assistance instruments

Cost Principles Refresher (1 day)

Financial Assistance Cost Principles Refresher is designed to provide an overview to personnel who have completed the Financial Assistance Cost Principles two-day course. Participants will learn information on the cost principles of OMB Circulars A-21, A-87, and A-122, as well as FAR 31.2, in order to determine the appropriate amount of cost review necessary to successfully award Federal assistance instruments.

Objective: Upon completion of the course, participants will be able to: Distinguish differences among OMB Circulars A-21, A-87, and A-122, as well as FAR 31.2, to judge acceptability of costs. Determine whether costs are allowable or unallowable. Assess DOE gray area costs to

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determine their acceptability. Demonstrate knowledge of direct and indirect costs by developing and indirect cost rate.

Acquisition Continuing Education Courses:

Contracting for Services Under the Performance-Based Contracting Method (PRCE01) 3 days

This course will provide participants with an understanding of the essential elements and attributes of a performance-based contract. It will illustrate how to develop effective performance work statements and quality assurance plans. Participants will learn how to consider key processes for effective administration of a performance-based contract.

Target Participants: recommended as an introductory overview course for program and project personnel, or a refresher for previously trained procurement personnel

Types of Contracts (PRCE04) 2 days

This course introduces participants to the various types of contracts employed by DOE. It discusses the aspects of consideration of cost risks in selection decisions, and describes the methods of utilizing fixed price economic price adjustment contracts. Participants gain knowledge of structuring and applying incentives pricing and award fee pricing arrangements.

Target Participants: recommended as an introductory overview course for program and project personnel, or a refresher for previously trained procurement personnel

Advanced Contract Administration (PRCE07) 3 days

The purpose of this course is to provide participants with: knowledge, application, and analysis of contract administration topics; the ability to identify and resolve complex DOE contract administration problems uncovered during contract performance; and to show effective techniques for resolving contract issues.

Target Participants: acquisition personnel at the intermediate level (GS-9 to GS-12) or those who have at least five years of experience in the acquisition field; technical personnel who desire to build upon COR experience in administering contracts for DOE; or technical personnel who have completed Basic Contract Administration and seek to increase their contract management abilities

COR Training Refresher Course (1 day)

This one-day course is designed to meet the Contract Officer's Representative (COR) re-certification requirement. The course provides required training in responsibilities and limitations of authority of COR's. It is intended for the experienced COR and is required every two years as a refresher.

Objective: Upon completion of the course, each participant should be able to: - List and describe the assigned duties as Contracting Officer's Representative; - Demonstrate an awareness of the complex and challenging responsibilities of contracting (GS-1100 series) personnel in carrying out the "Law of the Land" as embodied in the Federal Acquisition Regulation (FAR); - Given a common acquisition scenario, detail the statutory and procedural requirements of the FAR; - Provide examples demonstrating a basic understanding of the importance of teamwork between the technical community and the contracting community for effectively conducting the

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contracting process; and - Lead a discussion reinforcing the level of awareness of the non-contracting employees' value and importance in the contracting process.

Introduction to Purchase Card Program (2 days)

This 2-day course will provide the necessary purchase card training for all personnel who have delegated purchase card authority. The attendees will receive instruction in the basic concepts of Government contracting and accountability, and its implementation via the GSA "Smart Pay" program. Attendees will learn how to properly employ this method for individual purchases to provide timely, cost effective support, while maintaining appropriate attention to fiduciary duties. The instructor will present a detailed knowledge of the purchase card process, sufficient to ensure the participants' ability to properly place and administer purchase card transactions in a safe and effective manner; provide general overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; outline the GSA Smart Pay Program and DOE purchase card implementation policy/guidance in sufficient detail to recognize overarching program objectives, required buying and administration processes, and to understand purchase card conditions, constraints, and prohibitions; explain the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

Introduction to Purchase Card Program Refresher (1 day)

This course is designed as a refresher for employees who have already completed the 2-day training on purchase card delegation/appointment. Topics include: instruction in the basic concepts of Government contracting and accountability and its implementation via the GSA "SmartPay" program; the purchase card process; an overview of the DOE acquisition environment, procurement methods, and acquisition reform efforts suitable to provide a context for purchase card use; the statutory, regulatory, and policy requirements related to procurement integrity/ethics, and their application in a purchase card environment.

General Contract Management Training (1 day)

This is a one day course intended for those who would like to receive general contract administration training or would like a refresher training course (and maybe have already taken the Contract Administration for Technical Representatives course). This course will cover roles, responsibilities, authorities and limitations at a more general level than the 3 day Contract Administration for Technical Representatives course.

Objective: This course is designed to provide general contract administration training. This course will cover roles and responsibilities, authorities and limitations at a more general level than the 3-day "Contract Administration for Technical Representatives" course.

Mission Focused Contracting (10 days)

Mission Focused Contracting is the capstone course for Level I Contracting students. This course engages the students in the entire acquisition process, from meeting with the customer to completing the contract closeout process. Students will have an opportunity to learn and apply leadership, problem-solving, and negotiation skills. Using an integrated case study approach, students will apply the knowledge and skills gained in the previous Level I contracting courses.

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Intermediate Contracting for Mission Support (8 days)

Intermediate Contracting for Mission Support is a case study in which students apply the knowledge and skills learned in the Level I Contracting courses and CON 214. Students demonstrate their ability to develop and execute business strategies to meet customer requirements. This case helps to develop critical thinking; customer needs analysis, procurement strategy development, and source selection skills necessary for successful contract performance.

Objective: Students who successfully complete this course will be able to develop a variety of options/alternate strategies to meet mission needs and promote customer satisfaction; apply appropriate laws, regulations, and policies to a complex procurement; apply formal source selection procedures; conduct a competitive discussion; and execute the appropriate contract arrangement to support customer needs.

Program Management Skills Training Courses

Program Management Overview (PGM01) (000235) 5 days

This course is designed to help all DOE employees understand key concepts about how DOE programs are managed. It should be taken before proceeding to any other courses in the Program Management series. Participants will receive basic education in DOE strategic planning, budgeting, execution, evaluation and control. Topics include: history of DOE; current and emerging DOE management principles; planning concepts for DOE success; DOE's strategic planning and budget process (the DOE Strategic Management System); multi-year program planning; DOE strategic decision windows; DOE budget and allocation process; Congressional authorization and appropriations process; and program execution, control, and evaluation.

Target participants: all DOE employees

Fundamentals of Program Management (5 days)

This course provides the fundamentals of program management principles, processes and requirements that are necessary as an introduction for program managers in the Department of Energy. Fundamentals of Program Management is envisioned as both a high-level overview of program management, and a vehicle for allowing the program manager to self-assess which topical areas he or she would like to more fully pursue.

Objective: Apply a strategic management system to a program. Conduct program planning and promote collaborative program planning management. Develop and implement program management plans and action plans for program improvement. Identify processes and tools for program manager's to establish goals for program outcomes, analyze alternatives and make rational decisions, develop budgets and justifications, establish measures and identify key assessment/decision points, including how to analyze root causes and trend analysis for program success. Make informed program decisions using business analysis tools for competing

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alternatives. Manage the development and defense of program budgets to high-level government officials. Work with projects and certified Federal Project Directors to further a program. Evaluate program effectiveness. Motivational techniques-program teams/groups/divisions. Identify key players in the Federal government and contractor community, and understand their role and impact on a program's success.

DOE Program Planning (PGM02) (000087) 5 days

This course provides participants with an in-depth look at DOE's planning process. Program managers with responsibility for preparing DOE planning documents will gain hands-on experience in this course. Particular emphasis is placed on the relationship of mid-range plans to DOE's strategic planning and the budgeting process. Topics include: orientation to planning; strategic planning concepts; DOE's strategic planning and budget process (the DOE Strategic Management System); DOE strategic plans; DOE multi-year program plans; performance indicators; information resources management; DOE crosscut plans; risk management; and force field analysis.

Target participants: DOE program managers

Project Management Skills Training Courses

Cost and Schedule Estimation and Analysis (PMMS2) (000139) 5 days

This course provides practical skills training on: how to develop independent cost estimates; how to review cost and schedule estimates provided by contractors; and how to develop the cost and schedule elements of the project's baseline. The course teaches skills used across the project life-cycle, but focuses on estimates developed in project planning and the early stages of project execution (preliminary design). The course begins by making a link between planning and scheduling, and then teaches basic concepts of scheduling such as activities, milestones, and schedule drivers. Students practice scheduling projects, and anticipate and plan for potential schedule roadblocks. Students practice developing and analyzing Critical Path Method (CPM) schedules. In the cost lessons, students learn about various kinds of estimates and their uses during different stages of the project life-cycle. Analyzing project risks and establishing cost and schedule contingency levels are also practiced. Students learn about the importance of documenting their cost estimate assumptions and distinguishing between project direct and indirect costs. Particular practice is provided in analyzing activity-based cost estimates. The course concludes by tying cost and schedule estimates together, and requires students to analyze project cost and schedule estimates for their internal consistency, accuracy, and relevance to the overall project functional requirements.

Target participants: project managers and personnel with instrumental roles in project management

Project Execution (PMMS3) (000138) 5 days

Project Execution is a skills-based training course on how to manage the execution of projects according to the DOE Project Management System. The course teaches skills necessary for successfully managing engineering and design, construction (including conducting remedial actions for environment restoration projects and research for energy research projects), acceptance and transition, and project closeout. Students learn how to get "up to speed" on a project; that is, what critical project technical, cost and schedule factors to highlight when preparing to manage the execution of a project. Techniques are

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taught for organizing, managing, and reviewing project design and documentation, and for overseeing contractor performance during construction. Participants are taught the skills needed to identify potential problems and how to plan to avoid them. During the training, students review and evaluate design documents, respond to construction technical, cost, and schedule problems, and plan for and handle customer acceptance. Extensive practice is provided in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control. Throughout the course, managing the project execution plan and maintaining clear communication between the DOE program office, project manager, and contractor staff is emphasized.

Target participants: project managers and personnel with instrumental roles in project management

Federal Budgeting Process in DOE (PMMS11) (000412) 4 days

This course is designed for experienced program and project managers to acquire a working knowledge of DOE's financial and managerial systems to accomplish the Department's budgeting and accounting processes. Processes include preparing, reviewing, presenting, and defending budget submissions. Foundation skills are taught in this course that are required to manage a DOE project through its financial life cycle, including managing the flow of funds to programs and projects, validating and funding projects, and resourcing and funding programs.

Target participants: experienced program and project managers

(PMMS17) 5 days

The DOE Project Management Review and PMI Exam Preparation course is a five-day DOE Project Management Review & PMI Exam Preparation

course designed to provide a review of current DOE project management policy, orders, and procedures while simultaneously assisting personnel in their preparation for the Project Management Institute's Project Management Professional Certification Process and Examination. This is not an introductory project management course. Personnel attending this course should be fully prepared to take the PMI PMP Certification Examination within the next two years. Ideal candidates are those DOE project and program management professionals who are otherwise fully prepared to take the examination within four to twelve months from completion of this course. To be fully eligible for the PMI Examination, you must have obtained the following demonstrated experience levels:

A. Baccalaureate degree or equivalent. Within the past six years:

A minimum of three years (36 documented months) working on projects, and,

A minimum of 4500 hours accrued working on projects.

B. No Baccalaureate degree. Within the past eight years:

A minimum of five years (60 documented months) working on projects, and,

A minimum of 7500 hours accrued working on projects.

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This course will also ensure participants understand the PMP certification process, DOE's role in facilitating it, and the PMP certification's place in overall DOE certification as a Project Manager.

Introduce participants to the format, content, and rigor of the PMI PMP Examination.

Ensure participants understand DOE's project management system, and can cross-reference it to PMI's Project Management Body of Knowledge (PMBOK),

Provide techniques and tips for preparing for and passing the PMP Certification Examination.

Assess individual participant's readiness for participating in the certification examination and highlight areas of potential additional study by completing a representative certification examination.

Target participants: DOE project and program management professionals who are otherwise fully prepared to take the examination within four to twelve months from completion of this course.

Project Continuing Education Courses:

Life Cycle Cost Estimating (PMCE01) 2 days

This course provides participants with instruction in life cycle cost estimation requirements and policies. Participants apply various techniques and formulae to construct a life cycle cost estimate analysis, and learn how to use life cycle cost estimating in program and project decision-making. PMCE01 addresses the topic of life cycle cost estimating from this decision analysis perspective, rather than from an estimate development perspective. Topics include: a brief history of life cycle cost estimating, current laws, directives and policies; a refresher on the principles of time value of money; analyzing cost estimates to ensure proper incorporation of life cycle estimating principles and decision making; and a review of representative DOE estimates to apply these skills. This is a full two-day course.

Target Participants: DOE personnel whose responsibilities include the development, oversight, or review of program and project cost estimates

Introduction to Systems Engineering (PMCE02) 3 days

A primary goal of this courses it to identify and demonstrate the use of a systems engineering model in developing key products which can be used to improve DOE management. In this course, participants will learn: what systems engineering is; how the systems engineering model works; and when, where and how to implement the systems engineering model in their work. The course will demonstrate reasons for using a systems engineering approach in management of performance-based programs, projects or processes in support of Life Cycle Asset Management (LCAM) criteria. It has been developed not only for program and project managers, but also for any staff in responsible positions who are trying to improve their decision-making skills.

Target Participants: DOE personnel whose responsibilities include the development, oversight, or review of programs or projects

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Project Risk Analysis and Management (PMCE03) (000063) 3 days

This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan. Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds. The course also integrates a representative project management software risk analysis tool, using laptop computers, to demonstrate current modeling tools and techniques in managing risk.

Target Participants: project managers or team members; program and matrix staff who require a better understanding of risk management

“Breaking the Code:” Understanding Project Management

(PMCE04) (000062) 3 days

The purpose of this course is to introduce participants to DOE's Project Management system and processes in order to improve their performance as members of the project management team. Topics include: the DOE Strategic Management System; the phases of the DOE project management life cycle; the definition of the term "Project Baseline" and its use in managing DOE projects; and the major steps in planning, executing, and successfully completing performance based DOE projects. This is a full three day course.

Target Participants: DOE and DOE-contractor personnel who:

- interact with and impact DOE-projects, but are not designated as project managers. For example, these participants may be from finance, human resources, training, ES&H, or public affairs
- support, oversee or coordinate various project management activities but are not designated as project managers
- have an interest in applying project management principles, methods and techniques to improving their work processes and results

This course may be taken by project management personnel who desire a quick refresher on DOE's project management system and processes. However, PMCE04 is not intended to fulfill a course requirement for personnel who are in the project management qualification or certification career path.

Project Management Workshop (2 days)

The workshop provides training on DOE project management requirements and practices and to share experiences and lessons learned from across the complex.

Objective: To provide training and information on DOE project management requirements and practices.

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Interdisciplinary Courses

Changing Dimensions of DOE (PSIN22) (000089) 4 days

This course is designed to provide the participant with knowledge of DOE's changing priorities and to provide an opportunity for active participation in DOE's future. Topics for the sessions include: managing for results in DOE; quality focus; environmental priorities; organizational initiatives; laboratory relationships; public policy process; Congressional policy perspectives; exploration of Capitol Hill; performance management; techniques for positive change in DOE; and developing action plans. Workshops include: Preparing for Change, Planning for Change; and Group Feedback.

Target participants: employees at the GS-9 through GS-14 level

Performance-Based Management Contracting (PSIN28) 3 days

This course is designed to provide participants with the ability to: understand the concepts and elements of Performance-Based Management Contracting; write performance objectives and results-oriented statements of work; develop performance measures and expectations; apply performance incentives; understand roles and responsibilities of DOE employees and contractors in Performance-Based Management Contracting; and identify the special aspects of developing and managing a Performance-Based Management Contract.

Target Participants: DOE employees grade GS-11 and above who are actively involved in the technical or administrative execution of DOE programs/projects through management and operating (M&O) or similar contracts

Building Cooperation on Teams (1 day)

This workshop is designed to help participants examine the effects of competition, cooperation, risk taking and trust by playing the Game of Life. Steps that managers, supervisors and team leaders can take to build cooperation, while maintaining critical analysis on teams will be emphasized through a video, case studies and discussion.

Objective: 1. Identify the effects of competition and cooperation on teams 2. Recognize the symptoms of group-think 3. Practice strategies for building both cooperation and critical analysis on teams 4. Recognize ways of building trust in organizations

Coaching and Counseling for Improved Performance (1 day)

This workshop provides supervisors with a set of specific skills to effectively coach others. Through the acquisition of these skills, participants will be able to increase the productivity of the office, build teamwork, and help others in problem solving.

Objective: By the end of this workshop, participants will be able to state the steps to be followed in conducting effective goal setting, progressive review and performance appraisal discussions; identify key questions to be asked in diagnosing performance problems; develop possible solutions for a variety of performance problems; and practice the steps of effective coaching.

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The Inspirational Leader (1 day)

This workshop is designed to help new and experienced managers better communicate with peers, employees and upper management. Focus is on learning individual leadership styles; how and when to use all styles, and how to adapt each style to accommodate a win/win solution and motivate employees.

Objective: By the end of the workshop, participants will be able to identify their own leadership style; increase awareness regarding own leadership style; increase awareness of leadership style differences; and increase effective internal communications; i.e., managing meetings.

Constructive Conflict Resolution (1 day)

This workshop provides simulations, case studies and role-plays, and participants will examine the cause of conflicts; the different styles of responding to conflict; when each style is most appropriate; and strategies for managing conflicts to achieve better decisions and better relationships.

Objective: By the end of the workshop, participants will be able to recognize the common causes of conflicts; identify five styles of responding to conflict; state the pros, cons and appropriate situations for each style; use the steps of interest-based negotiating in resolving a conflict; and practice at least two techniques for managing conflicts on teams.

Creating Problem-Solving and Decision-Making (1 day)

This course is designed to cover the following topics: linking creativity to problem solving; key stimulators and inhibitors of creativity; techniques for stimulating creative on-the-job solutions; the relationship between personal creativity and productivity; and synthesizing the problem solving process to apply creative solutions.

CSRS Retirement Seminar (3 days)

This seminar is designed to stimulate positive thinking towards proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits. This seminar will cover: Civil Service Retirement System (CSRS) benefits, health benefits, life insurance, Thrift Savings Plan, estate planning, financial planning, tax and legal issues, health and fitness or health considerations, social security benefits and medicare; and life after retirement.

FERS Retirement Preparation Seminar (3 days)

This seminar is designed to stimulate positive thinking toward proper planning for post-retirement years. Emphasis will be placed on advanced pre-retirement planning rather than specific retirement benefits.

Objective: This seminar will cover: 1. FERS benefits; 2. Other retirement benefits (health benefits, life insurance, and the Thrift Savings Plan); 3. Estate planning; 4. Financial planning; 5. Tax and legal issues; 6. Health and fitness or health considerations; 7. Social security benefits and Medicare; and, 8. Life after retirement.

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Financial Planning and TSP (1 day)

This course will provide a financial overview of investment principles, risk factors, and tax advantages and disadvantages as they apply to the Thrift Savings Plan (TSP), planning for the future, and achieving financial goals.

Customer Service (2 days)

Target Outcomes: - Develop commitment from your internal clients. - Work more in a partnership role with client managers. - Negotiate more effective and enduring working agreements with clients. - Identify consulting phases and skills. - Develop techniques for defining roles and responsibilities and clarifying expectations. - Gain better use of staff expertise in the organization. - Avoid no-win consulting situations. - Develop the ability to assertively express our needs for successful partnership with the client. - Develop the skills to name the actual type of resistance one experiences in a variety of consulting situations.

Objective: The objective of the Customer Service course is to develop skills that increase the staff person's ability to have a strong and positive impact on their client's business results.

Diversity Awareness Training (1 day)

This course provides an understanding of diversity and techniques to improve communication in a diverse workplace. Topics include: definition of diversity; dimensions of business benefits of diversity; communication challenges resulting from diversity; and personal techniques for expanding communication in a diverse environment.

Objective: Employees recognize diversity as a business advantage and apply diversity concepts to personal communication techniques.

Dynamic Mentoring (1 day)

Learn about the Department's mentoring program, your behavior style and what style is best suited for you to have a successful mentoring partnership. The workshop is open to all Headquarters employees. Registration will be accepted on a first-come first-serve basis.

NOTE: The first 35 people to sign-up for the workshop will receive the D.I.S.C. Behavioral Assessment Analysis at no cost. This assessment is required to participate in this workshop.

Objective: The workshop objectives are to: Provide information on the Department's mentoring program; Provide mentors and protégés with a D.I.S.C. Behavior Analysis Report; Provide tips, techniques, and guidance needed in selecting a suitable mentor and protégé.

Establishing an Effective Mentoring Relationship (2 days)

This workshop focuses on the quality of the mentor - protégé relationship and obtaining successful results.

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Objective: By the end of the workshop, participants will be able to: describe the purpose and value of mentoring; differentiate between mentoring and coaching; discuss and prepare a mentoring agreement; and discuss and prepare a mentoring action plan.

Flawless Consulting – Part I (2 days)

Flawless Consulting: The Contracting Phase is the first workshop of a 3-part series of skill building workshops designed by Peter Block and based on his recently released and revised edition *Flawless Consulting*. The Contracting Phase-is the most critical step of the consulting process. Workshop focuses on the skills needed to build productive working relationships with customers. During the contracting phase, participants will learn how to get a project started on the right track, and develop skills that increase their ability to have a strong and positive impact on the client's business results. Emphasis is on the consulting process; the contracting meeting and establishing consultant-customer partnership; assertiveness and authenticity; listening and affirmation; exchanging expectations and expressing wants; and dealing with resistance.

Flawless Consulting – Part II (2 days)

Flawless Consulting: The Discovery Phase is the second workshop of a 3-part series of skill building workshops designed by Peter Block and based on his recently released and revised edition *Flawless Consulting*. The Discovery Phase-Workshop involves developing feedback and decision support skills that increase the participant's ability to have a strong and positive impact on the customer's business results, and enhancing the participant's ability to collect data; deal with the emotional as well as the business issues involved in a project; deliver appropriate/adequate recommendations; and navigate successful "feedback" meetings. Workshop focus is to go beyond the customer's descriptive explanation about a problem situation and finding out how the problem is being managed. Emphasis is on identifying the customer's contribution to the problem and developing a simple, clear and independent picture of the situation. Participants will learn how to use interviews to understand the system and build relationships, practice probing to discover underlying dimensions of problem situations, address and deal with issues of resistance during interviews and feedback meetings, organize the data into critical issues, and construct descriptive, non-evaluative feedback statements.

Flawless Consulting – Part III (2 days)

Flawless Consulting: The Implementation Phase is the third workshop of a 3-part series of skill building workshops designed by Peter Block and based on his recently released and revised edition *Flawless Consulting*. Workshop focus is on the process of engaging others, garnering support, and valuing dissent and diverse opinions. Participants attending this workshop are provided an opportunity to develop a clear understanding of the requirements and tools for implementing results-oriented performance consulting strategies. Participants will learn how to be instrumental in helping to bring management and employees together to create a partnership for achieving agreement with each other; and genuinely commit to a new course of action for creating a better future. Emphasis is on discussing and examining the power of refusal; the power of choice; the power of questions; new conversations; and promises of commitment.

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Mentoring and Coaching (1 day)

This skill building workshop is designed to provide tools to assist mentors in creating and fulfilling ambitious goals that are set by their protégés. The workshop will focus on giving straight talk about mentor/protégé progress. The coaching experience provides an opportunity for the participant to enhance creativity and effectiveness as a mentor.

Objective: Differentiate between mentoring and coaching. Discover the importance of trust and how to build it. Listening, asking questions, building rapport, and giving feedback. Define the role of coaching in a mentoring relationship. Learn the importance of giving positive feedback. Practice in using a 5-step model of giving constructive feedback. Learn techniques to assist the protégé in developing a plan of action.

Platform Skills – More Than Just Public Speaking (1 day)

Some times it is a challenge to express complex ideas and concepts in language and terms that are understandable by people who simply come from very different backgrounds. Having polished communications skills, both verbal and written becomes increasingly important as persons advance their careers to higher levels in their organizations. Verbal skills sometimes thought of as 'platform' skills often are not considered sufficiently important for persons to seek assistance, yet they play a key role in how leaders and managers are able to convey themselves effectively.

Professional Business Writing (2 days)

What You Will Learn: * How to plan, organize, and structure documents for maximum effect * How to determine the appropriate language, style, and tone for each document * How to use clear and concise language * How to avoid major grammatical errors * How to reduce the time spent preparing and writing documents * How to proofread your own material and collaborate with others to create clear documents * The basics of punctuation, grammar and spelling

Shaping Smart Business Arrangements (5 days)

Personnel new to the Contracting career field will gain a comprehensive understanding of the environment in which they will serve. Students will develop professional skills for making business decisions and for advising other acquisition team members in successfully meeting customers' needs. Before beginning their study of technical knowledge and contracting procedures, students will learn about the different mission areas and the procurement alternatives for each. Knowledge management and information systems will be introduced as well. Small group exercises will prepare the students to provide contracting support within the overarching business relationships of government and industry.

Situational Leadership (2 days)

This is training for managers and supervisors on applying leadership styles to diverse employees to match their development level of competence and commitment. These styles use a number of strategies that demonstrate an appropriate combination of direction and support. The training utilizes case studies to provide practice in diagnosing employee situations to apply learned techniques in solving performance and attitude problems. The course also includes a background on group stages of development and the relationship to FIRO-B. A video is used to demonstrate how similar leadership strategies can be used to move a group into a high performing team.

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Survival Skills Workshop (Session I - 3 days); (Session II - 2 days)

The purpose the Survival Skills Workshop for Managers is to provide basic level knowledge and skills which impact a manager's effectiveness in key areas. The knowledge and skills provided in this workshop link directly to the mission critical functions for supervisors identified in the DOE competency framework. They also correspond to topic areas that available data indicates managers frequently have difficulty with. This workshop is in a classroom environment using various presentation application, and feedback methods including small group exercises, assignments, and discussions; case studies; peer assisted learning; role-playing; and, question and answer sessions. The workshop is delivered in two sessions. Session 1 is 3 days in length. Session 2 is 2 days in length.

Valuing and Leveraging Diversity (1 day)

This workshop is designed to address basic concepts of diversity. The focus is on the fast-changing workforce demographics; understanding how to manage the changing workforce, and how to use the change to build a high-performing team. Participants will also learn how to respect, understand, value, and seek out individual differences to achieve the vision and mission of the organization.

Winning Briefing and Presentation Skills (3 days)

What You Will Learn: * Characteristics of successful presenters * The 12 most common mistakes presenters make * 5 steps to deal with "speakers anxiety" * The 4 different communication styles and how to use them to your advantage * 3 techniques for making effective impromptu presentations * 6 dynamic ways to open your presentation * 15 ways to keep your audiences' attention, including how to use humor * Strategies for dealing with a disruptive audience * How to use audio-visual aids and body language effectively * 7 strategies for closing your presentation

Workforce Planning (3 days)

To prepare DOE supervisors and managers to address the day-to-day planning for employees who have the right skills needed to meet the goals and objective of the organization and DOE. The course will provide DOE supervisors and managers with basic principles of workforce planning and will give them practical, real-world solutions used in DOE. The course will also provide them with accepted best practices from other organizations in both the private and public sectors. This course will make use of a variety of training methods including individual and group work assignments, group discussion, exercises, and standup training.

Technical Courses

DOE Complex Overview (EF001) 1 day

This course is designed to describe the origins, the current status, and selected future issues and challenges of DOE. Upon completion of the training, participants will be able to discuss the DOE Organization, missions and field organizations which execute these varied missions; identify key DOE facilities, their missions and their role in the DOE mission over the last 50 years; describe the nuclear weapons production process; and discuss key present and future challenges for the DOE Complex. The DOE weapons mission will be discussed from a historical perspective, leading to waste management challenges confronting the Complex. The missions of the oil and coal reserves and the Power Marketing Administrations will be

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discussed. Participants will gain the ability to discuss DOE missions and organization from both field and headquarters perspectives.

Target participants: personnel new to DOE or those who need a broader view of the Department's mission and organization; DOE technical managers; senior staff, technical professionals; and/or recent college graduates

Facilities Information Management Systems (FIMS) 3 days

This two day FIMS user training will focus on the latest enhancements including the migration to a web based system. The class consists of lecture/demonstration and hands-on exercises providing participants an opportunity to explore all of the major system functions.

Objective: Objectives for the training are: Introduce participants to the capabilities of FIMS
Discussions about how FIMS serves as the Department's corporate facilities database
Review of any FIMS related guidance from Headquarters
Learn to navigate efficiently through the system
Add real property information as part of extensive hands-on exercises
Review of the FIMS data elements and requirements
Review of all of the latest enhancements
Review FIMS archive capabilities and discuss the "banking" concept for square footage
Replacement Plant Value calculations
Develop basic queries using the FIMS query builder
Develop custom reports and ad-hoc queries using techniques available through Microsoft Access

Federal Budgeting Process In DOE (4 days)

The benefits you will realize upon completion of this course are that you will be able to demonstrate that you are ready for increased budget responsibilities; understand common budget terms and use them appropriately; estimate staff salaries, travel and contract costs with confidence; and provide valuable assistance to your supervisors in constructing an operating budget.

Objective: This course is designed to provide participants with a general understanding of the function, history, and procedures of the Federal budget process. By attending this course participants will learn how to identify the major phases and timing in the budget process and describe the principal participants. Explain the importance of political relationships (both internal and external to your agency) as key components of budget formulation. Describe the respective roles of the Office of Management and Budget, General Accounting Office, Congressional Budget Office, and the Inspector Generals of the Executive Branch in the budget process. Identify current issues that affect the Congressional phase of the Federal budget process and the inherent instability of the process. Describe the relationship of the review and audit activities on future budget formulations.

Introduction to HR for Team Leaders, Supervisors & Managers (3 days)

This 3-day (24-hour) course is designed to provide managers, supervisors, and team leaders with a working knowledge of Human Resources Management. Focus is on the management functions of planning, organizing, directing, and controlling the day to day operations for managing the work of DOE Federal Employees. Course content includes supervisory/managerial responsibilities in position management and classification, staffing, employee development, employee relations, equal employment opportunity and diversity, and labor management relations.

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Objective: By the end of the workshop, participants will be able to: o Identify the roles and responsibilities of supervisors, managers and team leaders. Define supervisory, managerial and team leader roles and responsibilities in HR (Human resource) and the various Federal Personnel Management functions. Define and clarify managerial, supervisory and team leader roles in the EEO process and in labor and management relations responsibilities. Define the role of managers, supervisors and team leaders in managing a diverse workforce. Define and clarify supervisory, managerial and team leader roles in safety, health, and worker's compensation.

Real Property Asset Management (RPAM) (3 days)

Real Property Asset Management (RPAM) is a three-day course focusing on the requirements of DOE Order 430.1B, Real Property Asset Management. In the course you will learn a systematic, integrated approach to the management of federal real property. The course addresses real property planning and management, Ten Year Site Plans, real property status reporting requirements and mechanisms, value engineering, performance management and DOE and contractor role and responsibilities for real property asset management. Also included in the course are the requirements contained in the Executive Order, Federal Real Property Asset Management (EO 13327 - 69 r. Reg. 589, February 4, 2004) which places greater visibility on management of real property assets.

Objective: The objective is to establish a corporate, holistic, and performance-based approach to real property life-cycle asset management that links real property asset planning, programming, budgeting, and evaluation to program mission projections and performance outcomes.

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Headquarters Training Program

Mid-Career Planning Seminar (HQ233) (000116) 2 days

This seminar is designed to help participants understand the importance of long-range decision making regarding benefits and career and financial goals. Topics covered include: CSRS and FERS benefits; Social Security benefits and Medicare; estate planning; financial planning; tax and legal issues; and health and fitness. Upon completion of this seminar, participants will be able to assess retirement, career and financial goals, develop plans to meet long-range objectives, and make informed decisions regarding Federal benefits.

Target Participants: open to all DOE employees (CSRS and FERS) (employees 10 to 20 years from retirement) and their spouses (attendance of a spouse must be noted on the Standard Form 182, Block 16)

Interpersonal Communications (HQ606) (000077) 2 days

This course covers a variety of communication topics including body language, effective listening skills, strategies for dealing with difficult behavior, and barriers to communication. Upon completion of the course, participants will be able to: understand the impact of body language in the communication process; develop effective listening skills; handle human relations problems in the workplace; give and receive feedback; and overcome barriers to communication.

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Project Management Career Development Program

Acquisition Strategy and Planning (3 days)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on DOE Acquisition Management System front end planning functions. The course provides participants from all areas of acquisition with an improved systems-level understanding of the acquisition process, how its various functions and phases interact with one another and the challenges practitioners face from an application, management, and ethics perspective. Application of the information is reinforced through a series of practical exercises that emphasize commercial practices and simplified acquisition procedures.

Objective: It provides the DOE Project Director with a high-level review of the key phases, processes, recent changes, and major current issues in the DOE Acquisition Management System. Emphasis is placed on the Mission Need Statement and Acquisition Strategy.

Target participants: The course is designed for Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Contract Administration for Technical Representatives (3 days)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). Designed for employees who have valuable technical or functional expertise but little formal training in procurement, who need to know what to do when tasked to be Contracting Officer's Representative (COR) on a DOE non-M&O prime contract. Topics include: the Federal acquisition process as it pertains to the COR function; DOE's approach to contract administration; the role of the COR, particularly in relation to the contracting officer and the contractor; the duties of the COR and how to effectively complete assigned responsibilities; and the ethical standards of conduct to which CORs must adhere.

Objective: Provide DOE employees tasked to be COR with an overview of COR authority and responsibilities.

Target participants: Personnel tasked to be CORs who may not necessarily have formal training in procurement.

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Earned Value Management Systems (3 days)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It addresses earned value management systems (EVMS) processes and techniques for organizing, planning, and authorizing work; monitoring performance; controlling baseline; presenting the graphical organization, cost, and schedule of the technical baseline in a work breakdown structure (WBS); selecting the appropriate EVMS technique for different WBS elements; and collecting, interpreting, and reporting earned value data.

Objective: Prepare participants to develop a working knowledge of EVMS and project reporting requirements and to apply EVMS approaches in project management.

Target participants: Federal Project Directors with at least three years experience in project management who currently work in a project management position.

Integrated Safety into Project Management (3 days)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It is designed to enhance the DOE Federal Project Director's ability to clearly define and carry out integrated safety management and quality management. Additionally, it will provide participants with the necessary information to ensure that all DOE projects comply with DOE standards of safety. Using a case study, this process will examine nuclear, environmental, and worker safety issues in a representative project.

Objective: The main objective of this course is to prepare the participant to effectively apply safety management requirements throughout the project acquisition life cycle. Particular emphasis is given to the planning and design phases where application of a Failure Mode and Effects Analysis should identify potential hazards and mitigation strategies.

Target participants: Federal Project Directors; perspective Federal Project Directors and integrated project team members

Planning for Performance-Based Management Contracts (2 days)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). It encompasses the entire performance-based management contracting planning process starting from DOE's strategic planning process, to developing a statement of work, through performance measurement. Application of the information is reinforced through a series of practical exercises. Performance-based management elements that will be discussed include quality assurance surveillance plans; contract management and administration plans; risk assessments and analysis; incentive plans; and performance evaluation and measurement plans.

Objective: Develop a working-level knowledge of all aspects of planning for performance-based management contracts.

Target participants: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

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Project Management Essentials (8 weeks)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues relating to the Office of Management Budget and the Department of Energy. It will also offer project management industry best practices and IT industry best practices. The course will directly cover 413.3M (Framework for Managing Capital Asset Projects), and also the relevant CPIC and IT Project Management Process (i.e. SEM), applicable when project managers are involved with information technology projects. Indirectly, the course will cover Enterprise Architecture and DOE Procurement and Budget.

Objective: It will cover the primary concepts of project management at an intermediate level of expertise, and introduce best practices in project management from DOE, other Federal agencies, and the private sector.

Target participants: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

Project Management Systems and Practices in DOE (6 weeks)

This course is required for Level 1 certification in the Project Management Career Development Program (PMCDP). This blended learning course addresses specific project management issues focusing primarily on the critical decision process promulgated in DOE Capital Assets directives (emphasis on DOE O 413.3.A). Other topics include: working Knowledge of DOE FPD roles and responsibilities, project management ethics; understanding DOE HQ-field relationships and Lead Program Secretarial Officers (LPSO's).

Objective: Provide participants a detailed knowledge of the critical decision process required by DOE Capital Assets directives, and articulate how that process interfaces with the budget process, project schedule, and key elements of project management at DOE.

Target participants: Federal Project Directors with at least three years experience in project management who currently work in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars. This course will be relevant for personnel involved directly or indirectly in a wide variety of DOE projects or activities related to program/project management or contract management.

Advanced Concepts in Project Management (5 weeks)

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This blended learning course focuses on 9 major aspects of project management: Systems Engineering; Value Management; Integrated Safety Management; Quality Planning Assurance and Control; Pre-Project Planning; Project Objectives and Logic; Project Scheduling Under Uncertainty; Critical Chain and Resource Buffers; Process Control; Project

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Scheduling Under Uncertainty; Critical Chain and Resource Buffers and; Process Control. In addition to these topics, the course will address specific individual, team and organizational competencies and project leadership skills.

Objective: Enable participants to apply their Level 1 project management knowledge in an extended research project and introduce a variety of selected topics pertaining to project management processes.

Target participants: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Cost and Schedule Estimation (5 days)

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It will provide students with a high-level overview of cost and schedule estimation techniques necessary for successful project management. Students will receive practical skills training on how to develop independent cost and schedule estimates and how such estimates factor into a project's baseline. Course topics include: identifying cost and schedule estimates; basic estimating methods; group analysis techniques; applying life-cycle costing techniques, validating estimates, determining critical path schedule for a project; crashing and fast-tracking methods; and the relationship between budget authorization (BA) and budget outlay (BO) schedules, project estimates, and the project funding profile.

Objective: Enable participants to learn the skills used across the project life cycle, focusing on estimates developed in project planning and the early stages of project execution (preliminary design).

Target participants: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Environmental Laws, Regulations and NEPA 3 days

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). This course will train DOE Federal and contractor personnel in the details of the major environmental requirements in order to ensure they are knowledgeable about their responsibilities for environmental protection and compliance, and to assist them in carrying out these responsibilities. Upon completion of the training, all participants should be able to describe the intent of the major Federal environmental laws, Executive Orders, and regulations and understand the detailed processes involved in implementation of major environmental requirements by the Department of Energy.

Objective: Provide participants an understanding of the environmental laws and regulations so that they are aware and knowledgeable of their environmental responsibilities as Federal Project Directors.

Target participants: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

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Federal Budgeting Process in DOE (4 days)

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). It provides students with an overview of the major phases and participation in the federal budget process. Students will learn how the federal budget process can impact the role of the project director and how to best deal with the impacts through contingency planning. Students will gain an understanding, up to macro level, how the budget is formulated; recognize the impact of the Government Performance and Results Act (GPRA); and major phases and timing in the budget process. It emphasizes program and project managers' effective use of these financial systems and processes to accomplish DOE's mission.

Objective: This course is designed to provide program and project managers a working knowledge of DOE's financial and managerial systems to accomplish the Department's budgeting and accounting processes.

Target participants: Level 2 Federal Project Directors; integrated project team members, and prospective project directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Project Leadership/Supervision (3 days)

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to stimulate long-term project management leadership growth, through understanding leadership principles and styles; identifying individual strengths and weaknesses; developing supervision and motivation techniques; building integrated project teams; and organizing and motivating team members. Course topics include: strengths and weaknesses of different leadership styles; ethical and unethical leader behavior; motivational strategies; IPTs; project goals and vision; achieving consensus; and developing confidence and trust within the project team.

Objective: The objective of this course is to develop a working-level knowledge of leadership principles, supervision and motivation techniques, conflict resolution techniques; and integrated project teambuilding skills in a project environment.

Target participants: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Project Management Simulation (5 days)

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This computer-based project management simulation enables participants to exercise and integrate a wide variety of project management skills, including developing defensible project plans; applying PM tools and techniques to plan, track, and control projects; improving project team performance; analyzing project information; identifying complex project tradeoff decisions; and recognizing when to focus on task and when to focus on process.

Objective: Provide participants the opportunity to apply project management knowledge in an automated project simulation.

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Target participants: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Minimum two years as a Level 1 Project Director or equivalent. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Project Risk Analysis and Management (4 days)

This course is required for Level 2 certification in the Project Management Career Development Program (PMCDP). This course is designed to prepare DOE project managers to: determine project risks and develop risk management and mitigation strategies; determine at which points in a project life cycle Risk Analyses should be performed; evaluate potential risk probability and consequences, determine risk factors, select risk management or mitigation strategies, and develop a risk management plan.

Objective: Participants will also acquire the skills that will enable them to assign risk responsibility between DOE and contractors; determine appropriate project cost and schedule contingencies for identified risks; determine appropriate project management and controls tools to assist in managing identified risks; and evaluate project Estimates at Completion (EAC) and remaining contingencies to determine adequacy of funds.

Target participants: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Scope Management/Baseline Development (3 days)

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). The course covers a range of project management issues specific to the competency needs of a Level 2 Project Manager. The objective of this course is to prepare students to conduct effective requirements planning sessions and to be able to control scope and configuration changes throughout the life cycle of the project. The course will emphasize Work Breakdown Structure (WBS) development. Some topic areas include baseline development techniques, identifying risk and constraints for requirements, prioritizing requirements, trade-off analysis, iterative requirements management, and scope change/configuration management.

Objective: This course is designed to enhance the DOE Federal Project Directors' ability to clearly define requirements and scope, develop a defensible baseline, and manage conformance to the baseline throughout the project life-cycle.

Target participants: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

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Value Management (3 days)

This course is an elective for Level 2 certification in the Project Management Career Development Program (PMCDP). With a focus on the value management (VM) process, this course addresses building and leading VM teams; understanding the 6-step VM job plan; VM definitions, principles, and concepts; contractual aspects of VM; VM and the project life cycle; and function analysis in the VM process.

Objective: Provide participants with an understanding of the VM process, emphasizing the modern approach to VM and how it can best be applied in the project life cycle to reduce the cost and schedule of DOE projects.

Target participants: Level 2 or higher Federal Project Directors, integrated project team members, and prospective Project Directors. Attendees of this course should have at least five years experience in project management and should currently be in a project management position on a project with a total project cost (TPC) of at least 5 to 20 million dollars.

Facilitation Techniques/ Conflict Resolution (3 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). This course will cover a variety of topics specific to the issues of facilitation and conflict resolution. Areas discussed include: recognizing potential conflict situations and neutralizing them before they escalate; using problem-solving and decision-making techniques to meet the needs of everyone affected; negotiating "win-win" solutions for all parties involved; minimizing or resolving conflict in groups and between employees using appropriate interpersonal strategies; and understanding and successfully implementing organizational change. The course will include a significant emphasis on the use of facilitation techniques within the conflict resolution process.

Objective: Provide participants with an understanding of the issues of facilitation and conflict resolution, including an emphasis on win-win solutions and implementing organizational change.

Target participants: Level 3 or higher Federal Project Directors and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Labor Management Relations (3 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Participants in this course will gain knowledge in the basics of labor management relations, labor laws and regulations, implementing bargaining practices, and applying methods for resolving disputes. Techniques and procedures of labor contract administration will be discussed along with preventing unfair labor practices.

Objective: Enable participants to gain knowledge about labor management relations and techniques and tools for building good labor management practices.

Target participants: Level 3 or higher Federal Project Directors and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

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Negotiation Strategies and Techniques (3 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). This course addresses collaborative and competitive negotiations, negotiation strategy and planning, negotiations within and between teams, identifying key stakeholder interests in negotiations, determining best alternatives to negotiated agreements, responding to conflict, and creating trust. Ethics in negotiations, negotiating cost and schedule and steps of the negotiation process.

Objective: Provide participants with methods and strategies that improve their performance in negotiating agreements. Attendees will participate in individual and team negotiations in a workshop environment that improves their ability to plan for and conduct negotiations.

Target participants: Level 3 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars; however, it will be beneficial to PMCDP participants seeking higher levels of certification and to DOE staff engaged in labor relations.

Project Execution and Operational Readiness Reviews (3 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). The course teaches skills necessary for successfully managing engineering and design, construction, acceptance and transition, and project closeout. Techniques are taught for organizing, managing, and reviewing project design and documentation, and for overseeing contractor performance during construction. Participants will learn the skills needed to identify potential problems and how to plan to avoid them. Extensive practice is provided in cost and schedule monitoring, including earned-value analysis, trend analysis and forecasting, managing baselines through performance monitoring and change control.

Objective: This course is designed to enable Federal Project Directors to successfully complete the project execution phase and ensure that DOE facilities are ready for safe, legal operation prior to transition to contract closeout.

Target participants: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Implementation and Management (3 days)

Performance-Based Management Contracts

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Participants will examine the solicitation process from a Performance-based contracting viewpoint. They will learn the importance of clear performance work statements connected to evaluation criteria and instructions to offerors. They will walk through the evaluation and selection process and understand the potential for protests. Participants will address the post award management of performance-based major site facility contracts, understand the concepts of risk based oversight, and become familiar with the operations of incentive provisions and work authorizing processes. Class discussions will be supplemented with practical exercises in major topic areas.

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Objective: Familiarize participants with the implementation and management of Performance-based contracts for major site facilities.

Target participants: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Project Alignment/Pre-Project Planning (2 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Focusing on the pre-critical decision zero (pre-CD 0) and CD 0 phases of the project life cycle through CD 2, this course provides participants with hands-on skills training in planning a project, completing conceptual design documentation, and developing a project execution plan. Topics include developing project execution plans that follow DOE O 413.3A and ordering project priorities.

Objective: Prepare participants to develop a hands-on knowledge of pre-project planning and project alignment processes.

Target participants: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Program Management and Project Portfolio Analysis (5 days)

This course is required for Level 3 certification in the Project Management Career Development Program (PMCDP). Focusing on collaboration, defending resources, and creative compromise, this automated simulation and case study addresses developing a strategic view of projects, managing priorities among projects, coordinating the information needs of multiple projects across the organization, allocating and managing resources across a project organization, preparing project staff to meet future technical/managerial needs, balancing responsibilities for project and functional management, and applying project management methods in a complex project setting.

Objective: Enable participants to gain hands-on experience in planning, implementing, and coordinating multiple, complex projects across an organization.

Target participants: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Systems Engineering (3 days)

This course is an elective for Level 3 certification in the Project Management Career Development Program (PMCDP). Through this course students will be able to: recognize the steps of the SE process; understand how to apply the basic SE process to large systems (e.g., programs/projects); identify key participants for performing the SE processes; establish a problem and/or mission need statement; identify functions and requirements and interfaces with other systems; understand how to validate requirements; identify and evaluate alternatives or options; and apply risk and opportunity management to SE; verify solutions to meet requirements.

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Objective: The basis of this course is to emphasize that the implementation of the Systems Engineering (SE) process, from project initiation through the entire life-cycle, can decrease the likelihood of cost overruns, schedule delays and compromises in program and project technical performance.

Target participants: Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have at least seven years experience in project management and should currently have a position in a project with a total project cost of at least 100 million dollars.

Advanced Leadership (5 days)

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). This course provides participants an opportunity to realistically assess their leadership strengths and needs, develop the communication and relationship-building skills that their professional environment requires, and discover how their personal leadership style aligns with their organization's culture.

Objective: Enable participants to develop an advanced understanding of themselves and of their professional environments to succeed in dynamic, high-pressure, high-visibility leadership positions.

Target participants: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

Advanced Risk Management (3 days)

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). The course will provide students with more advanced treatment of risk management principles and concepts. The training will build upon the concepts included in the basic Risk Analysis and Management course and will review topics that are appropriate for Level 3 and 4 Federal Project Directors. The course also addresses representative project risk management software risk analysis tools, and uses two large capital and operating dollar projects to enhance the learning through case study work.

Objective: Provide the participant with an advanced understanding of the concepts and applications of risk and opportunity management, within the context of federally managed DOE acquisition projects.

Target participants: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars.

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Executive Communications (3 days)

This course is required for Level 4 certification in the Project Management Career Development Program (PMCDP). Using filmed exercises and simulated media events, this highly interactive course addresses championing projects to Congressional leaders, DOE senior managers, and the media; communicating DOE concerns and plans to Congressional offices; delivering Congressional hearing testimony and responding to specific Congressional queries; giving television interviews and reviewing the newspaper articles that result from them; and understanding Congressional organization, leadership structures, and stakeholder concerns.

Objective: Prepare participants to interact with senior agency executives, Congress, the media, and the general public.

Target participants: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants who interact with senior agency executives, Congress or the general public.

Strategic Planning (3 days)

This course is an elective for Level 4 certification in the Project Management Career Development Program (PMCDP). Participants will be introduced to theories and techniques to improve productivity, formulate and implement a planning process, and make better strategic decisions. They will be shown how to make decisions based on strategic plans that give specific direction yet remain flexible enough to respond to changing conditions.

Objective: Provide participants with hands-on knowledge of the strategic planning process and how to formulate and implement strategic plans.

Target participants: Level 4 Federal Project Directors, prospective Project Directors, and integrated project team members. Attendees should have a minimum of eight years of experience in project management and should currently work in a project management position on a project with a total project cost of at least 400 million dollars. The course may be beneficial to other PMCDP participants or to DOE staff engaged in strategic planning.